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10 April 1991

NOTE TO: DDCI *(initials)*

SUBJECT: Intelligence Community

Would like to provide you some thoughts on the organization of the Intelligence Community.

1. Rather than bureaucratic enhancements, i.e., a second DDCI, the DCI/DDCI required enhanced authorities, particularly in the budget arena and stronger staff support on Community issues.

-- The stronger staff support could be a combination of a smaller, more authoritative ICS and a more central CIA.

2. The DCI must have final control over the NFIP and some authority over TIARA. The system would probably be best served if TIARA was treated as the NFIP now is, i.e., the TIARA program would be coordinated with him/his representative and he would have a deciding vote on the final amounts.

3. IC Staff should be leaner, meaner, focusing on program, requirements, a defined CI/Security coordination role and some defined policy areas.

-- The ICS should be entirely rotational with each Community element expected to kick in quality people.

-- The ICS should be located closer to the DCI.

-- The revamped ICS should have ready access to the DCI and real authority in its areas of responsibility.

4. If you want to make CIA more "central", personnel from other IC agencies must be integrated into certain elements, e.g., DO/PCS, DI/CRES, and DI analytic divisions.

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SUBJECT: Intelligence Community

-- Personnel from other agencies should be given substantive management roles in the centers, the NIC, ACIS and possibly the DI divisions, based on their expertise.

5. For COS to be DCI representative overseas, he needs good Community support in Washington, which can either be a function of a more "Community" DDO or the stripped-down ICS. Either will require the Community accepting enhanced authority somewhere.

6. DCI should have a military assistant and the DCI should have an SIS-level representative at the Pentagon.

7. DCI should meet more regularly with the core IC principals, (D/DIA, DIRNSA, D/ICS, D/NRO, INR, substituting C3I for DIA on budget issues.)

-- Weekly "staff meetings" would be useful.

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DRAFT

28 MAR 1991

DCI authorities do not necessarily need to be expanded but some clarification would be useful on issues such as:

- responsibility for NFIP budget formulation and approval
(Consider a means to ~~serve~~ ^{use} NFIP in Defense budget or a process or procedure to protect without separation.)
- protection of sources and methods (making him more directly responsible for declassifying and following up on leaks)
- defining DCI's responsibility and authority for foreign intelligence liaison
- clarifying responsibility and authority for overseas CI and security

Enhance centrality of CIA recognizing that DIA and INR are departmental intelligence organizations, NSA is a collector and processor, and NRO is a program office and operator. But also clarify CIA's central responsibilities for representing interests of Community. Key theme--make CIA serve a more Central role in Community.

- COS's are senior intelligence officers overseas but must support DIA and NSA interests

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- Consider giving DI some responsibility for coordinating research programs

-- a more central role in production

Do not put intermediate management between DCI/DDCI and CIA or Community. Without direct involvement CIA will get into trouble and the Community function will be form without substance.

Clarify responsibilities in the narcotics area.

Consolidate human intelligence collection in the CIA DO making DO responsible for military human collection support/management. Making military HUMINT collection organization part of DO with reporting line to Defense.

Straighten out subordination and line of command for Army SIGINT aircraft Consider subordinating to CIA for operations--NSA for requirements.

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DCI Decisions

Reduce size of ICS, make it a desirable assignment for agencies by insisting on quality people, make it use Community rather than replicate it.

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Make Director of Congressional Affairs DCI's Congressional
Affairs Staff.

Make General Counsel DCI's Counsel.

Make Director of Public Affairs DCI's Public Affairs.

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